A plot of new Strategic Plan released; encourages input from community

Aiming to guide the course of Connecticut College over the next five years, the new draft of the Strategic Plan moves into the second phase of the planning process. Through the presentation of the first draft in The College Voice, the Strategic Planning Teams hope to gather feedback, criticism, and suggestions for improvements. The framework of the plan consists of “the vitality of academic life, the building of diversity and community, and the sustaining of financial strength... and [is] broadly representative of our community, including faculty, students, administrative staff, alumni and trustees,” as stated in the interim Report of the Strategic Planning Teams and Preliminary Draft of Proposals. According to Roberto Illi, program associate on advising and planning and associate dean of the college, this document will be acting as a “draft [which will be] just the beginning or continuation of a dialogue” with the college community. Illi is the liaison between the three Strategic Planning Teams and is the main author of the draft of the plan.

Draft of new Strategic Plan released; encourages input from community

In response to last week’s fires in Larrabee and the College Center, Campus Safety has stepped up patrols and is locking academic buildings earlier than usual each day. According to Catherine Wood-Brooks, dean of student life, these heightened security measures will continue indefinitely.

Meanwhile, on Thursday, The Day, New London’s daily newspaper, reported that the cause of Tuesday’s fires was arson. The New London Police Department and the New London Fire Department would not confirm this report or comment on any aspect of the ongoing investigation with The College Voice.

William Peabody, director of physical plant, said the fires, which occurred at about noon on Tuesday, caused between $70,000 and $100,000 damage to the College Center’s Return To College students’ lounge and three kitchinotes in Larrabee.

Just one week earlier, two smaller fires were discovered in west-campus housing in the College Center and in Blaustein, said Peabody. This community was not alerted to these fires via voice-mail or a security alert. "The alert system has to be pulled," said Brooks. "It just wasn't set up for community alert situations." Explained Wood-Brooks, "Parking lots and academic buildings are locked by 11:30 p.m. and Campus Safety records the names and ID numbers of students who ask to remain in a building after it is locked. Students are told not to let anyone else inside. "It's the honor code at its best," said Wood-Brooks.

The fires transformed Cro Boulevard into a chaotic scene for about two hours midday Tuesday. As evacuations got underway, hands-on advising was put on hold. Area residents turned out in droves to see him. Here he shakes hands with the multitude at the Groton Airport. See story, p. 7.

Contingency funds targeted to cover lost tuition revenue

by April Ongis
News Editor

Lynn Brooks, vice president for finance, said the budget shortfall which may result from low enrollment rates is "only a projection." According to Brooks, Connecticut College has an enrollment of 60 students smaller than was projected when this year’s budget was developed. This loss of revenue, he said, will be at least partially offset by investment earnings and unrestricted bequests to the college.

The college had projected approximately $1.4 million more from tuition revenue than it received last semester, Brooks said.

Brooks said that there is a possibility that the college will need to declare a deficit at the end of this fiscal year. "We had a lot more small, unrestricted bequests last year. This year, the number of [unrestricted bequests but far didn’t jibe with where we thought we were," said Brooks.

Last year, the college allocated approximately $850,000 to this year’s budget as a contingency fund. This was meant, according to Brooks, to be available for offsetting "some of the unexpected costs that arise each year."

Last year, the college anticipated a $1.5 million shortfall, caused mainly by increases in health care costs. To offset a potential deficit, the Priorities, Planning, and Budget Committee conducted a semest-long budget restructuring process, involving the entire college community.

Brooks said that about $750,000 of this would probably be used to make up the revenue that had been projected to come from the tuition fees of the 60 expected students.

"We will get through this year without disruption to academic or community life on campus," said Brooks.

Brooks said that the college will do some restructuring this spring in order to lower costs to offset the potential shortfall. "We will look carefully at every open position, at equipment expense, and at travel," said Brooks.

Claire Matthews, vice president for planning and dean of admissions, said that the college was not aware of an enrollment shortfall until August of this year. After speaking to members of the Financial Aid Office, and checking with the Registrar to get the final number for fall enrollment, she said she had an indication that there was significantly lower student enrollment than the college had anticipated.

Matthews said that the college bases each year’s budget on projections of variable factors, including student enrollment. "We never know what enrollment is at the college until after the add/drop period each semester. Before that, you have a budget number for enrollment which is entirely speculative," said Matthews.

Both Matthews and Brooks said

"Thank you for coming...

Dr. Lynn Brooks responds to budget shortfall article

President Bill Clinton came to Norwich on Thursday to discuss his health care plan with senior citizens. Area residents turned out in droves to see him. Here he shakes hands with the multitude at the Groton Airport. See story, p. 7.
Students, it is your time to lead

Ambitious in scope and heavy in text, this first draft of the new Strategic Plan offers a welcomed opportunity to explore as a community the future of Connecticut College. While light in specifics, the plan outlines a number of new possibilities and goals, all of which merit debate and discussion. A variety of focus groups, open meetings, and discussion groups will provide more than ample opportunity for community members to ponder, dissect, and express on the proposals maintained within the draft.

The importance of active student participation cannot be overestimated. The Board of Trustees will be presented with the final plan on May 6, by which time I should be able to gauge student reaction to the several planks of the plan.

Many of the proposals have a direct impact on students on this campus, such as mandatory computer programs in dorm rooms, a required two-credit tutorial program, and a monthly off-campus convocation. Perhaps the most important recommendation in the plan is the modification of the college’s financial aid need-blind admissions policy. This policy, which students have reiterated their support for every year, is essential to maintaining a diverse student body and is consistent with the college’s traditional emphasis on maintaining socio-economic parity among students.

This change, combined with merit scholarships, marks a major shift in the college’s ideals, a factor that cannot be easily overlooked. The current policy is expensive, and costs in financial aid are projected to continue to rise. However, this is indeed an area of “bargaining” at the college, and we are not committed to the policy, even at the expense of other areas of the college.

You must be aware that the possibility exists, without a strong student voice, to maintain the current policy, for approval of a modified need-blind policy. Speak up now; let the college know how important financial aid is to you and how the current policy must be maintained for the generation of Connecticut College students.

True, there are students on the committee, but these students themselves admit that they cannot possibly speak for each student on campus, or adequately represent the majority student opinion at this time. The student body needs to let the team members, especially the student representatives, know exactly what it thinks of this important document.

If you believe this draft is in your hands. Let your voice be heard and make sure that you understand the implications of the Plan well. Students, this is your time to lead.

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CONNeThought

Students, it is your time to lead

Be wary of global warming

The year is 2035. The midwest farm belt is experiencing the worst droughts in recorded history. Complete desiccation is spreading through dry land from Texas to South Dakota. In these areas, vast tracts of fertile soil in the world, the domestic food supply is severely threatened, and the hundreds of millions of people in foreign countries who depend on American grain for survival are at risk. The corn crop in Iowa is down 70%, creating a new kind of refugee, along with the accompanying poverty and unemployment. Entire ecosystems are disrupted, causing unprecedented and incalculable ecological and economic losses.

Super-hurricanes, unlike any the Earth has ever experienced, are frequent and devastating. 50% greater in intensity, these hurricanes ravage port cities like Boston, New York, and Baltimore, causing mass destruction and death. Weather extremes such as heat waves, droughts and hurricanes are frequent and intense.

The ocean level has risen four feet due to thermal expansion and melting polar ice caps. Low lying coastal areas of Florida and the Carolinas have disappeared. Much of Florida has disappeared. Islands such as the Maldives off India, the Marshall Islands and the Caribbean Islands off the coast of Florida have disappeared, existing only in our memories. This loss of land surface has created a new kind of refugee, along with the accompanying homelessness, poverty, and death. 90% of US wetlands have disappeared.

Global rainfall patterns have altered dramatically. The cost of restructuring US dams and irrigation systems is in costing taxpayers between $7 billion and $22 billion a year. Nearly $200 billion. Worldwide, the cost is $200 billion.

Economic systems, highly dependent on ecosystems, are not able to adjust to the climatic changes and are decreasing in a manner unprecedented and insurmountable poverty and unemployment. Entire ecosystems are dying because they are not able to keep up with the rapid change in temperature zones and millions of plant and animal species go extinct. Structures such as bridges, roads, and dams are not able to handle the climatic changes and are damaged or destroyed. Super-hurricanes have inundated our few remaining fresh water supplies, making drinking water scarce for everyone on earth. Insect pests, bacteria, and viruses thrive in the warm weather and cause diseases and destruction of vital crops.

What I am describing are the very real effects of global warming. Climatic change is inevitable due to economic systems, highly dependent on ecosystems. But we can avoidable. The difference between unavoidable and avoidable is taking immediate action.

The list goes on and on, but a solid start can be initiated by simply recognizing the fact that global warming isn’t one of those problems that can be removed. or solved. The best we can do is minimize the problem. We are committed to making this change. If we don’t take this change seriously, we will be a reality for us and our children. I am pleaing with you not to take this lightly because we will all suffer horribly for our generation. We all have the power to maintain a livable world and we need to start taking control of our future.

Correction:

The 1.1 million dollar budget shortfall is only potential; the college will not know the effect of the year’s lower enrollment until July 1. ("College to face unforeseen million dollar budget shortfall," The College Voice, February 22, 1994.)
Brooks Clarifies Budget Issue:

Budget gap is only potential

Letter to the Voices:

In your current issue, a potential shortfall in this year’s college budget is the subject of a front-page story and editorial. These pieces highlight the difficulty we face in working with current year budget issues at the same time as we develop the budget for next year. This letter is to clarify the processes followed and the role of PPBC in an effort to avoid any misleading conclusions that could be drawn without a clear picture of the processes and responsibility.

It is important, and contrary to the headline, the college is not facing a financial emergency or crisis. It is true that total enrollment is down this year. It is also true that total current enrollment is at the lower end of the normal variation, when the rate of tuition increases is being lowered, and when other expenses such as health insurance costs are higher than anticipated, there are significant pressures on the college budget.

During the preparation of the 1993-4 budget, PPBC led the community through a major restructuring process, which began in February, 1993. The main purposes of this exercise were to shift resources from non-core areas and to increase reserves for contingencies in anticipation of unexpected and unpredictable events. Fortunately, we were able to fulfill both objectives. The budget restructured a total of $1.3 million and contained more reserves for contingencies than any budget in recent memory. This process highlights the major budgeting role of the PPBC, to prepare and recommend a balanced budget to the administration based on parameters adopted by the Board of Trustees, i.e., tuition increase and salary program. Once the budget is adopted, proposals for grants from the committee should include a written plan for the management of the budget, which becomes the responsibility of the administration. PPBC then begins the process of developing the next year budget. PPBC is currently working on recommendations for the 1994-95 budget.

This coming Thursday, one of the most significant proposals one will hear will be issued by the SGA. This proposal will dramatically improve the rights of students appearing before the Judiciary Board by giving them the opportunity to discuss their cases with highly screened and extensively trained advisors prior to their hearings.

If the proposal passes, the Ad Hoc Honor Code Committee will immediately begin implementation. Within a month, every student scheduled to appear before the Board will be assigned an advisor. The advisor will make sure the student understands the process followed and the role of PPBC in an effort to avoid any misleading conclusions that could be drawn without a clear picture of the processes and responsibility.

The advisor will inform them of their rights, familiarize them with the J-Board procedure, help them more thoroughly gather evidence, and assist them in preparing a written and verbal statement.

The advisor will inform them of their rights, familiarize them with the J-Board procedure, help them more thoroughly gather evidence, and assist them in preparing a written and verbal statement.

At the time of the writing of this letter your advisor is ready to help prepare for a J-Board hearing.

The advisor will inform them of their rights, familiarize them with the J-Board procedure, help them more thoroughly gather evidence, and assist them in preparing a written and verbal statement.

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At the time of the writing of this letter your advisor is ready to help prepare for a J-Board hearing.
Interim draft of the new Strategic Plan:

Ifill says focus groups, open meetings keys to publicity

Ifill explained his definition of ownership as it applies to the review of the draft of the plan. "Ownership means that you own and belong to the college community. This means intense discussions, and not just leaving it in the room, but engaging others in governance. This [process becomes a] educational process, one of mutual education in exchanging ideas."

In terms of the key points of the Strategic Plan, Ifill said that through the division of issues of academics, finance, and community and diversity, each section proceeds in presenting an evaluation of past reforms and future initiatives.

In dealing with fiscal stress, "Our fiscal growth lasted for five years, but during that time we had good management and achieved progress through endowments. However, our much-needed excess our grasp [so that] we must worry year to year about our budgets," said Ifill.

Ifill added that "we need a better balance of fiscal management and to not depend on tuition revenues, but to increase, that is, double our endowment."

Ifill also said that "managing the costs will make jobs better and productivity (in terms of technology) work even smarter."

In terms of the community and diversity issues, Ifill sees "challenges ahead in gender, race, ethnicity, religion ... and the need to obtain diverse points of view. [Although we are in a time of fiscal stress], as far as 'guarding our turf,' we need to make a tradeoff with what will be good work, it won't matter financially. We must set priorities as a community and (admit the students) that we want."

According to the draft, one of the main initiatives of the Community and Diversity team is establishing the necessary support for the proposed "agents of change, leaders who lead to push the agenda forward...."

Ifill said that this center would broaden the "distinctiveness of the college in affecting agents of change and leaders in service ... We're not just doing 'good work,' but actually pushing the agenda forward," said Ifill.

In terms of the Academic Team, the draft described "the establishment of an 'Academic Technology Laboratory for teaching, research and creative work by both faculty and students that will include physical facilities, support staff, equipment, and software.'"

This plan may also require students to obtain personal computers in order "to actively participate in technological expansion and innovation."

The proposal from academic team also involves SGA participation as far as conducting a study of how students engage in academic work and how activities can become more challenging.

Savannah Dhilli, SGA president, said that this idea should go into effect once the Strategic Plan is implemented, but is only a drafted proposal right now.

However, if pursued, "it will either be a study or survey, (facilitated by) house senators in dorms. The General Education discussions are an example of this type of study. A couple of years ago, SGA challenged the EPC with the fact their studies were not as challenging as they could be, [Conducting the survey] will definitely be more concrete [if pursued] next year," said Dhilli.

In terms of the future, the PPBC encourages suggestions and opinions from the community. According to the Interim Report of the Strategic Planning Teams and Preliminary Draft of Proposals, with the presentation of this plan, "we are here to make a profound and distinct difference in the lives of those who join our community [and] in the lives of those whom they contact."

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Trustees set lowest tuition rate increase in 20 years

BY APRIL ONDER

News

In keeping with the rising cost of living and other external economic factors, the Board of Trustees voted for an increase in the tuition rate lower than any increase in the past twenty years, according to a press release from the Office of College Relations.

John Evans, chair of the Board of Trustees, said that with a lower increase in the tuition rates, an increase in financial aid, the continued growth of health care costs, and continued lower enrollment, the college will be required to cut costs even further.

Tuition for room, board, and fees for the 1994-1995 academic year will be $25,250, a 4.5 percent increase. This is the lowest tuition rate increase in over twenty years, according to a press release.

Potential budget shortfall not covered up, says Matthews; difficult year was anticipated

Continued from p.1

information about the potential budget shortfall was not made available to the community as a whole and there had not been an attempt to conceal the fact that there was a lower enrollment and the effects a shortfall would have on this year's budget.

"There was no intention of keeping that secret at all. We were just keeping people posted. Until we knew what the real number was or why be alarmist? Why cause people to be concerned. But it was not intended to be kept general knowl-
edge," said Matthews.

Matthews said that Robert Hamp-

lion, dean of the college, made a report on enrollment to the faculty. However, according to Savonna Dhilli, SGA president and PPBC member, no such presentation was made to the Student Government Association, or to other student groups.

Matthews said that one reason why the college had not released information to the community at large about the potential shortfall, although it done so last year, was that this year's projected shortfall is not thought to be as serious. "The problem this year isn't of the same magnitude," said Matthews.

Matthews said that the PPBC was aware during the restructuring process last year that this would be a difficult year as far as the budget was concerned.

Not only was there a shortfall last year, but we also know we weren't going to be raising tuition as much as we would like to in terms of creating a budget. With the restructuring efforts which included late spring and summer 1993, the college is approximately $1.3 million in the hole.

The Board announced that it had accepted the following gifts to the college: $500,000 from an alumnus for a term chair, a $125,000 endowment for music department, and a contribution from the David Graydon Hanes Foundation providing interdisciplinary research opportunities through the purchase of electronic databases.

"A study four years ago showed that, while staff salaries are competitive, faculty salaries were substantially below the midpoint of our peer comparison group," said John Evans, chair of the Board of Trustees.

Over the past year, the college community has shown its mettle by making and accepting the tough decisions that were necessary to cut spending in order to preserve and bolster our strengths. That effort must continue. The Board has confidence that the faculty, students, and staff will keep working together to achieve those goals and make choices that will lead to long-term financial stability for the entire col-

lege community. Make no mistake, these efforts are critical to Con-

necticut College remaining a peer- nior national liberal arts college," said Evans.

The following four faculty mem-

bers were promoted by the Board, according to a press release: Harold A. Lytt was promoted to full professor; Frances Shields was promoted to associate professor; and Alan Parmenter was promoted from adjunct professor to adjunct assis-

tant professor.

The Board also announced that certain academic areas will receive new spending, including attracting and retaining "top" faculty mem-

bers, and creating new academic opportunities.
Physical Plant cleans up after fires; community back to normal on Wednesday

Continued from p.1

smelled smoke on the second floor. "In the kitchenette was a whole big recycling bag filled with paper and magazines sitting on the burners and the burners were on. The bag was kind of smoldering. I stomped it out and opened some windows," said Marin. After the building was evacuated, Marin re-entered the building with a campus safety mechanic and a plant mechanic. Acting on another student's tip, they found a similar scene on the fourth floor. "We ran up to the fourth floor and there was the same thing. Both burners were on and a sponge was on one and a folded up paper bag was on the other and it was pretty much smoldering," said Marin. On the third floor they found the kitchenette fully engulfed in flames. "We got down there and opened the closet and this one was way out of control compared to the other ones. At that point we jumped back and the officer said 'get out of here!' and he yelled for the sump pumps to help put it out and I started down the stairs," said Marin.

Pat Schafter, a physical plant mechanic, turned off the alarm breaker to the building and used a fire extinguisher to help put out the third floor fire. In the College Center, an automated voice, pausing as the building's alarm system was installed during last year's renovation, directed the building's occupants to evacuate through the nearest exits. But, according to Mark Hoffman, manager of the College Center and coordinator of student activities, few took the alarm seriously. "It's a sad that it took people as long as it did to react. Even when we were saying it was real most people weren't treating it seriously. You always have to assume there's a fire when you hear alarms: that's why we have these elaborate systems," said Hoffman.

Junior Kim Cornett was at the blood drive when the alarm sounded. "I just finished giving blood in the College Center and the alarm came on and it said there's been an 'adversity' in the building. There were people with actual needles in their arms when this happened. Most of the damage to the RTC lounge and the College Center was caused by water from the sprinkler system. Water poured through the ceiling onto the first floor damaging an estimated $1,000 worth of merchandise in the convenience store. The store remained closed until Thursday morning. In the post office, mail was hurriedly carted over to the floor and tabletops were placed over equipment and furniture. In the midst of the mail evacuation postal assistant Pam Kagweli shook her head and said, "Quite a mess in this beautiful building." Smoke accounted for some of the damage as Larrabee said Physical Plant fire safety mechanic Roger Furtner. "There's not a lot of damage. A hot plate was destroyed and a little bit of the walls are blackened in the common rooms. It's smoky up there." He added, "I think we have a fire bug in our midst." Physical Plant and custodial staff members worked to save the recently renovated College Center from further damage. Using sump pumps, water extractors, and squeegees they sipped up water which had leaked through from the first floor and into offices along the second floor wing where the RTC lounge is located. Jim Anderson, supervisor of custodial services explained the process. "You've got to soak up the water before it seeps into the walls and the electrical system and carpet. Then we'll shampoo the carpet to get the soot smell out." The clean-up operation was so successful the College Center was re-opened Wednesday morning. Except for some missing ceiling tiles and a smoky odor, there was little sign of the previous day's chaos. Peabody praised his staff for a job well done. "The clean-up effort was amazing," he said. Some seniors said these fires reminded them of freshman year when a student pulled seventeen fire alarms in a two week period, and then set a fire. "It's reminding me of freshman year in terms of how threatened people feel," said Larrabee resident Melinda Carlson, a sophomore. Larrabee housefellow Hillary West said she thinks her residents were especially wary Tuesday night and Wednesday. "They've been very cautious, especially Wednesday, I think as time goes on, people will become more relaxed," she said. "Tuesday night following the fires, New London Police were called to campus because a false Molotov Cocktail was found in front of Smith Houseellow Sarah Surr's door. According to Surr, the bottle contained tea and the student who placed it in front of her door said he was just playing a joke."

Community celebrates diversity and understanding during Black History Month

BY CARA GAMBREDUZZA
The College Voice

Films, lectures, dinners, art and music were the hallmarks of Connecticut College's celebration of Black History Month. Throughout the month of February, UMOJA sponsored events ranging from a campus-wide soul food dinner, to an African storyteller to Unity House parties, hoping to make the college community aware of the role that African-Americans play in our college and in our world.

With the African-American Art Display of Connecticut College graduate Alphonso Thompson, '80, decorating the walls, and the music of the Corn Chords, the Schiffs, and the Unity Gospel Choir echoing throughout the cafe, Black History Month began on February 1st with the Opening Ceremony in the Coffee Grounds.

Junior Glover, the mayor of New London, kicked off the celebration by speaking of the importance of racial awareness. Throughout the month, movies such as The Color Purple, Boys n' the Hood, and Cry Freedom were offered to the College. Lectures were also scattered throughout the month of February, given by such prominent speakers as Dr. Raoul Mama, Professor of English at Eastern Connecticut State University and Tyrone Ferdinade, professor of economics at Connecticut College. A Closing Ceremony and Reception were held on February 28th at 5 p.m. in the Unity House.

The co-chairmen of Black History Month, sophomore Naribe Holden and Curtis Rogers, were kept busy throughout the month with as many as four events to organize and run each week. Holden explained, "We feel that this is a time when people can learn about other people and other cultures." Rogers agreed, stating, "Black History Month is a time when Conn should come together and celebrate diversity." Holden felt that the success of Black History Month was not only dependent on UMOJA but on a campus-wide support system as well. Holden added, "There could have been much more campus support. In fact, it is sad that each year UMOJA is responsible for Black History Month. It should be a campus-wide event with the support of S.A.C., S.J.D.A., etc. I suppose, though, that such support will simply come with time."

Holden, though, was quick to add that he will definitely be a part of Black History Month in the future, "The second Black History Month is a celebration of culture. It is a tradition and will continue to educate the college about diversity within our community."

Tamara Michel, interim director Unity's Multicultural Center and an advisor to the student coordinators, agrees with Holden's sentiments. "For as long as I can remember, there has been a celebration of Black History Month at Connecticut College. Each year it is different depending on the students. There have been more campus support this year. Students should learn that Unity House is not only for students of color; Unity House is for the entire campus community."
Residents greet Clinton en masse at Groton airport:

Despite freezing cold and rain, local residents enthusiastically turn out for President's arrival.

BY YOUNG KIM
Features Editor

Dressed in a long black over coat, a UCONN hat, and a friendly grin, President Bill Clinton stepped off Force One, at the Groton airport last Wednesday.

Clinton was in town to deliver a speech concerning his health care plan to senior citizens. Six Connecticut College students journeyed through freezing rain to get a chance to catch a glimpse of the President.

As Clinton made his way among the crowd, he made it a point to at least attempt to shake every person's hand. People were pushing and shoving in their attempts to touch this man who was fighting for a chance to be physically in contact with the man.

Most of the crowd was not cheering for President Clinton, but shouting for Bill.

When Clinton shook people's hands, he did more than just touch them, he held them for an instant, and said, "thank you for coming.

In his quiet southern voice, President Clinton said thank you to everyone, and that he appreciated their support. His calm, casual demeanor and his seem readily available to any conversation.

At one point, Clinton was asked if he wore the UConn hat because he was a basketball fan. Clinton flashed his warm southern smile and stopped to respond to the question. Clinton said, "I love UConn basketball. I am an Arkansas fan, and when I am at the White House I just stay up late at night watching all the games.

However, no one there was there to extol the virtues of Clinton however. The everpermanent sign carrying activists that surrounded the President whenever he makes a public appearance were out in force in Norwich on that afternoon. There were many people around the airport holding up "No Annexation" signs, protesting the potential redistricting of Connecticut land to Native American tribes. But even one woman who was physically in contact with the man. They were fighting for a chance to be physically in contact with this man who was fighting for a chance to be physically in contact with the man. Only eight of the 215 responding alumni from the Class of 1992 did not respond.

According to statistics compiled by the Office of Institutional Research, 96 percent of participating seniors said that they realized that the prospects for connecting graduating seniors with jobs will be much greater.

Tinker described the effort as "aggressive:' Consequently, OCS will no longer participate in the America's Capital and Capital consortium and grad school programs that the Consortium Committee sponsored last year, in order to connect seniors with jobs.

Webster's Dictionary

CLINTON ON HEALTHCARE

T R U S T M E

POSTURE FOR A HEALTHIER YOU

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Poor turnout plagues EPC
General Ed open meetings
Small turnout debate merits of proposal for mandatory Human Difference and Diversity requirement in General Education

At the General Education open meeting, Walter Brady, associate professor of mathematics said the college should pursue, "intellectual goals, not moral goals; ..."

Judith Kimmese, executive assistant to the president, and affirmative action officer, said students analyze and gain abstract view of other cultures, in turn they might view and accept human beings from a more holistic point of view. "There will be a move in more a holistic direction," Kimmese said.

On the other hand, Brady said, "It would be a tragedy if the direction of humanity is to muddle all these aspects together again."

Theresa Ammirati, director of the writing center, stressed the distinction between learning and promoting information.

"It seems to me, we have to give students the rhetorical skills to choose between two agendas, bad or good. We just have to hope that once they're been exposed, they'll choose the agenda for good," Ammirati said.

Gaudiani and SGA Assembly discuss ideas behind Respectfully Submitted

Expressing her visions for the future of Connecticut College, Claire Gaudiani, president of the college, and her associates in Respectfully Submitted with students at the Student Government Association Assembly on Thursday.

"Four years is too short a time to acquire all of the experience and knowledge you need to be on your own ... one of the things that you have to do to be successful is to know how to take risks," Gaudiani said.

Gaudiani discussed some specific ideas of her broad vision of the school in the year 2004 which she laid out in Respectfully Submitted, her open letter to the college community. She emphasized the importance of community service and of understanding the way people live all over the world.

She outlined her ideas, the study-away-trip away program, and the Lawrence Internships, saying they will give students the opportunity to acquire skills from sources around the world. This wisdom would then reach our campus and make the entire community more informed, according to Gaudiani.

"It broadens your understanding of who you share the world with," Gaudiani said.

She also mentioned while students would be studying away, entire dormitory would be kept vacant so that they could be removed more inexpensively than during summer.

She also mentioned an idea for a program which would involve developing leadership in each campus during the summer and taking two courses along with a third activity which would completely new to students, a sport, hobby, or area of study.

"You would constantly be changing your ... outside," Gaudiani said.

Junior Wes Simmons, member of the Financial Planning Team, brought up the subject of utilizing computer technology on campus. He said that there are many opportunities to learn through computers and we need to communicate what is out there.

Lynne Saliba, public relations director, questioned whether the college would be able to sustain technological developments without a computer science department.

Gaudiani said, "I have no position on a computer science department, but I am concerned about the extent to which students will have access to hardware and software."

She said that one idea might be to create a series of courses which would let students complete and mark them in the course catalogue as such.

Gaudiani also explained a program that would allow students to live in low-income housing in New London over the summer in order to assist families and learn about the community of the area.

Saliba commended Gaudiani's ideas but was concerned that these students would be taking housing opportunities from members of the community.

Janice Marinelll Yoder, questioned Gaudiani about her emphasis on community service and she inquired as to why students would like to see mandatory volunteer work.

"I don't believe that it is necessary to be appropriate to require community service," Gaudiani said.

Gaudiani responded, "The house of cards that is Respectfully Submitted is that the rest of the people are not eligible for it."

The possibility of having cable television access in all dormitory rooms was also presented to Gaudiani by Tom Just, house sena- tor of Abby.

Gaudiani explained, "I don't think TV is good or bad, TV is there, what people do with TV is what's the issue."

She suggested the college study the affects of cable television on schools which already have cable television to access in dormitory rooms.

Gaudiani expects to put out a document that shall be Respectfully Sub- mitted before March 30, "I want to get the wisdom of the community so that a second and third draft can be passed that is what it needs to be our vision," she said.

"If you assume that a solution isn't there ... break through that wall of expertise as quickly as you ought to in order to hear," Gaudiani said.
Connecticut College Strategic Plan

Interim report of the Strategic Planning Teams and preliminary draft of proposals

Editors' note: This is the first draft of the college's new Strategic Plan. In order to reach the entire community in the most efficient manner, this plan is being run in The College Voice this week as a special paid supplement. The Strategic Planning Teams are planning open meetings, focus groups and other group discussions to solicit information from the college community. (See story, page one of the newspaper.) This plan is an evolving draft, and everyone is encouraged to read and discuss the proposed initiatives. For more information, contact any of the committee members listed on page four of this pull-out section.

Introduction

A Time to Lead, the most comprehensive and far-reaching strategic plan ever attempted at this college, is reaching the end of its term. A full accounting of its many accomplishments will come in due course; however, its enduring legacy is a planning process that engages and involves every segment of our community. Encouraged by the success of the plan, and anxious to plot an ambitious course for the next five years, the Planning, Priorities and Budget Committee (PPBC) initiated a new round of strategic planning in the Spring of 1993.

The college community, working under the framework established by the PPBC, selected three teams to focus on the broad thematic areas highlighted in A Time to Lead: the vitality of academic life, the building of diversity and community, and the sustaining of financial strength. The teams are broadly representative of our community, including faculty, students, administrative staff, alumni and trustees. Beyond drafting the proposals that will form the core of the next strategic plan, team members serve as listening posts and sounding boards for the larger community. This role becomes more important as we move into the second phase of the planning process that begins with the release of this report.

In essence, the work of the teams has been to devise a template that will help shape the direction of Connecticut College up to the next century—possibly beyond. Therefore, the plan should meet several requirements: it should be forward-looking, anticipating major developments in higher education, technology, demography, etc.; it should develop a schedule of priorities consistent with our mission and aspirations; it should be as inclusive and extensive as possible; it should build upon our notable recent achievements and seek to correct our current shortcomings.

The work has been led by the Mission Statement, a revised list of Planning Assumptions provided by the PPBC, the participation of dozens of students, faculty and staff, and a set of organizing principles. First, we realize that our many commitments—teaching, learning, research, administration, support staff, and community life—are all too real. Over 70% of our operating revenues come from student fees; therefore, even moderate swings in enrollment may have serious consequences. As our comprehensive fee crosses the $25,000 mark, pressures are all too real. Over 70% of our operating revenues come from student fees; therefore, even moderate swings in enrollment may have serious consequences.

Nevertheless, despite our efforts to anticipate and to mitigate these pressures, it is important to analyze and understand them better. In this section, we explore the three themes noted in the first paragraph—fiscal stress, erosion of public trust, and campus image— and connect them to the assumptions developed by the PPBC that constitute the current planning process. In our proposals, we suggest how Connecticut College may draft strategy, based upon its distinctive strengths, that can guide its progress toward the next centry.

Fiscal Stress

The tale of the great financial surge of the early 1980's is so familiar as to take on mythic proportions. Every revenue measure appeared to be growing at double-digit rates; for the first time in years, faculty and staff salaries grew faster than inflation. Our campuses were riding a rising wave of enrollment because the number of high school graduates and the proportion interested in attending college had grown. Many institutions presumed that the surge in revenues would continue indefinitely, resource allocation largely consisted of funding all meritorious projects that could be accommodated, with little regard to relative importance to the life of the institution. New buildings and academic disciplines were spouting across the country, and the scope and variety of amenities for students and faculty grew ever larger.

As we approach the nineties, the table becomes grim. Overly optimistic about our good fortune, many of our institutions did not prepare adequately for the fiscal retraction that followed. So, for example, class size is a problem now; fewer students means less revenue, which means that economies of scale are lost. Under the aegis of A Time to Lead, the College has recovered some lost ground. However, if our colleagueship as we work to care for our institution, the fiscal challenges we face today are among the most severe the country has faced in recent years.

The proposals offered in this report should be considered starting points for focused discussion; we expect that there will be modifications as the process moves along. The proposals offered in this report should be considered starting points for focused discussion; we expect that there will be modifications as the process moves along.

Achieving Distinction in a Difficult Environment

The past half decade has held profound challenges for higher education. The surge of financial recovery that characterized the mid-eighties has come to an abrupt halt. The work of faculty and the explanation of administrators have been under greater scrutiny and skepticism. Meanwhile, our campus community has been buffeted by battles over curricular reform, civil discourse and resource allocation, have become less hospitable for the unarmored pursuit of knowledge. Few campuses have been able to avoid these pressures; Connecticut College has been among the first to recognize and to deal with them forthrightly.

Nevertheless, despite our efforts to anticipate and to respond to environmental challenges, the College continues to grow and intensify. In order to develop strategies to confront these pressures, it is important to analyze and understand them better. In this section, we explore the three themes noted in the first paragraph—fiscal stress, erosion of public trust, and campus image—and connect them to the assumptions developed by the PPBC that constitute the current planning process. In our proposals, we suggest how Connecticut College may draft strategy, based upon its distinctive strengths, that can guide its progress toward the next century.
Erosion of Public Support

Institutions of higher learning, from the time of Socrates' time, have been a source of public scrutiny and controversy. Around the world, universities have been the incubators for political upheavals that make the disputes that currently roil campuses in the U.S. seem rather tepid. Nevertheless, the drumbeat of criticism, tension in the CalDpas Community and, sometimes, outright hostility, has grown louder in recent times. Higher education is being attacked on multiple fronts. Our liberal-arts campus commitment to academic freedom, tolerance of conflicting views; preparation for diverse challenges of the outside world; propagation of regional background, religion, arguably gender—shows enduring civic values. Critics of all political persuasions charge that our residential campuses appear more integrated than a generation ago. Accompanying this rapid transformation have been strains that have riven our college communities.

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Traditional suppliers of public scrutiny, such as endowment income and gift and grant dollars, have been growing rapidly in the past five years. Indeed, the nominal value of the endowment has nearly doubled in that period. Nevertheless, the College's financial assets are modest, compared to many of our peers, and we remain so without a substantial institution of capital. On the other hand, the College enjoys an abundance of tangible and intangible assets, ranging from classroom space to the talents of our faculty, staff, and students, which are not passively used outside of the academic year.

Meanwhile, despite our best efforts to be frugal, costs threaten to rise faster than revenues. Many of our expenditures reflect commitments to invest in preserving and improving quality outlined in A Time to Lead; they also reflect more prudent management procedures, as in the practice of creating endowment funds for capital improvements.

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Critics of all political persuasions charge that our faculty and administrators are self-involved dwellers in ivory towers, defining as the highest values whatever can allow them to spin out their arcane literature in comfort. Neither our vehement denials nor the available facts have significantly blunted this criticism. Good faith efforts to instill civil discourse have been criticized as half-hearted and patronizing, or intrusive and freedom-threatening, by both.

In much of the commentary from the left and right, "community" is taken to mean either "conformity"; therefore, it represents a threat to or a corrective for "diversity", taken to be the same as "polymorphism." Fiscal stress has generated another set of community tensions. Each sector of the College has been required to do more with less; the scope of our prerogatives has been narrowed. Many resource allocation decisions are seen as tradeoffs, pitting one group of community members against another and transmitting implicit or explicit value judgments about various aspects of our enterprise. Cynicism, defensiveness, and pessimism threaten our natural inclination to assume good faith, to be venturesome and confident, and to be forward-looking. Perhaps worst of all, on many campuses, the fear that other groups do not appreciate the depth of disaffection or the persistence of dedicated effort.

We conclude our report with a summary of the proposals developed during the Fall of 1993, this is our belief that they represent direct responses to the mandate given us by the PBC and that they reflect the concerns and aspirations of the entire Connecticut College community. We are eager to work with all who wish to move forward in this important enterprise.

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Interim Draft of the Strategic Plan

modify, expand upon—in short, strengthen—these proposals, but ask that any dialogue be guided by the principles that have undergirded the planning process and that have been examined earlier in the report.

At this stage, our proposals generally present goals that should inspire implementation strategies developed by appropriate community members. You will note, however, that we occasionally propose more specific actions to support an established goal. The goals that are summarized herein appear to have emerged from subcommittees of the team, including a subcommittee that embraced two teams; however, we have integrated the proposals in order to make a more coherent presentation.

We present the proposals from each team in a format borrowed from the subcommittee on Academic Climate. Some proposals suggest the College perform an inventory on current practices in order to ascertain where possible improvements may lie. Another set encourages the College to implement policies or procedures already in the planning stages. Finally, we suggest new initiatives that should build on our strengths and point us in new, vitally important directions. We expect and hope for thorough discussion and debate over these proposals and the likely implications for the future of the College.

Priorities, Planning and Budget Committee
Strategic Planning Assumptions
January 20, 1994

The following list of assumptions has been ordered to reflect three logical groupings. Assumptions 1-3 pertain to broad societal issues, assumptions 4-9 address demographic and competitive concerns, and assumptions 10-15 relate to matters of finance.

The Strategic Plan is built on the following assumptions with respect to the environment in which the College functions:

1. The liberal arts curriculum will continue to provide the educational foundation for the intellectual facility and flexibility needed in the future.
2. Global interdependence will continue to increase.
3. The pace of technological change and the attendant need to maintain and upgrade facilities and equipment will present a continuing challenge.
4. Increases in national applicant pools will primarily come from students of color, immigrants and the economically disadvantaged, groups that have not heretofore been attracted to Connecticut College in significant numbers.
5. Connecticut College's applicant pool, a tiny segment of the national pool, will be affected by decreasing numbers of middle class families who are willing and/or able to pay our costs.
6. Maintaining quality in the student body while achieving constant enrollments will become increasingly difficult.
7. Educational excellence will be the College’s most important resource in an environment of increasing competition for students and faculty.
8. As noted previously Connecticut College's peer group also attempt to restrucutre, we face an increasingly competitive environment.
9. The continuing success of Connecticut College will depend on the loyalty, commitment and support of its entire community.
10. The rate of inflation will be between 2.5% and 3.5%.
11. The government will decrease its support for financial aid.
12. The rate of increase in tuition will move closer toward the rate of inflation and the growth in family income.
13. The College has a smaller endowment than most of its peers.
14. The difficult economic climate, particularly in the Northeast, will affect student enrollment, fundraising and financial affairs.

15. The cost of a Connecticut College education positions us in the public to expect a substantial return on investment. For many this will mean a smooth transition to professional achievement.

Academic Team Proposals

The Academic Team focused on two areas: intellectual climate and support for the development of academic programs. Team members felt it vitally important that the College address widely felt concerns that the College campus should become more hospitable for the life of the mind. Existing areas of academic distinction will require continued support; they should not be neglected in our enthusiasm for new programs and services to be added to the academic enterprise.

As the knowledge and information base of the world is increasing exponentially, and as access to that base of information is becoming easier and more readily available, the educational mission of the College is changing. The new technology will enable us to capture knowledge and develop links between disciplines. It is necessary to take advantage of this new way of disseminating information. Once this becomes a reality, the nature of the liberal arts will change. The College must become an integral part of this process. We must respond to the challenges of the new technology while successfully maintaining our educational mission and standards. To do this, the College must become a leader in the implementation of new technology.

The goal of the College is to develop a statement that is true to the mission of the College while reflecting the diverse and changing needs of the world. The process involves identifying and promoting the College's strengths and making adjustments to them to meet the challenges of the new environment.

The following recommendations are aimed at achieving this goal: to develop an environment where new initiatives are supported, to foster a culture of support, and to improve the planning process. The College should develop an institutional framework that is flexible and responsive to change. This will require a commitment from the College to support the innovative and creative activities of its faculty and staff.

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Major recommendations of this draft of the Strategic Plan

- Develop "Academic Technology Laboratory"
- Develop a required two-credit tutorial for all students
- Develop the Center for Community Challenges
- Create a full-time position for the Affirmative Action Officer
- Introduce merit scholarships for incoming freshmen
- Modify the College's need-blind admission policy

over the next decade will increasingly depend on technology. We recognize that our extensively developed telecommunications system should serve as the foundation for equipping our faculty, students and graduates to work in this technological age. Finally, we encourage emerging directions and propose new initiatives in curricular and faculty development to emphasize the distinctiveness of our educational experience, and the interconnections of our intellectually ambitious civic community. The social roots of many of the world's most pressing problems offer a window of opportunity to build on the College's traditional strengths.

Inventor

1. In order to reduce burdens that unnecessarily impede effective teaching, scholarship and creative work, and governance, the Faculty Steering and Committee should coordinate an in-depth investigation of the demands on faculty time.
2. To promote student and faculty intellectual activity and to involve students in engerizing the academic climate, the Student Government Association should conduct a study of how students engage in academic work, paying attention to ways intellectual activities can become more meaningful and challenging.
3. To complement the FSCC and SGA analyses and to enhance and balance expectations across the curriculum, the Educational Planning Committee should sponsor the "Curricular Planning and Design" project, faculty-directed, college-wide study of classroom and coursework standards.
4. To add flexibility to the curriculum and to improve the balance between the level of work expected and the units of credits awarded, the Academic and Administrative Procedure Committee should re-evaluate methods by which credit hours and graduation requirements are established, taking into account course level, number of contact hours, and rigor of course material.
5. With the aim of suggesting how we may better use the technology already at our disposal and accomplishing what new equipment and training is necessary, the Technological Support Committee should continue to assess and to advance the availability and use patterns of our audio-visual, telecommunication and computer systems.

Implementing Existing Plans

1. Beginning in 1995, the College implement a reformed program in general education that will add coherence to the curriculum and will raise intellectual standards. Such a program should include: progressive levels of rigor in required course sequences, skill development in literacy, numeracy, research, communication (both oral and written), negotiation, and interaction within a multicultural setting; "across the curriculum" approaches to skill development and to assist faculty and staff in implementing these approaches.
2. The College should continue to focus attention and energy on interdisciplinary areas of excellence by investing in existing academic centers, such as the Center for International Studies and the Liberal Arts, the Center for Arts and Technology, and the Center for Conservation Biology and Environmental Studies, including its contributing and supporting resource, the Arboretum.
3. The College should continue to improve the Library's holdings and to increase the array of services it provides to faculty and students; a particular focus of acquisitions and staffing should be teaching and training in the use of information technology.

Initiatives

1. The Provost should coordinate the development of the following programs to enhance intellectual life on campus:
   - a monthly all-college convocation (involving lectures, films, plays, etc.) to foster campus-wide intellectual community.
   - a development of a schedule of required 2-credit tutorials that will reinforce principles of general education and foster joint student-faculty work throughout the college career.
   - the identifying and promotion of opportunities for joint research between faculty and students across all divisions to reinforce the effects of the tutorials.
   - the reform of the academic advising system to encourage more students to place their work in the broader range of inquiry beyond campus and to solicit more successful applications for internships, national and international fellowships and service and leadership opportunities.
2. To enhance technological support for instruction and research, the Provost should coordinate:
   - a thorough review and restructuring of the audio-video system; expanding the use of video and interactive technology in the classroom, the establishment of an "Academic Technology Laboratory" for the support of teaching, research and creative work by both faculty and students that will include physical facilities, support staff, equipment and software. The Laboratory will coordinate its work with the Library, the Computer Center, Audio-visual Services, the Center for Arts and Technology, and the Writing Center, among other offices.
   - staff development of the Library, the Computer Center, and other technology-related positions.
   - requiring students to obtain personal computers to help them actively participate in technological expansion and innovation.
3. The Administrative Department, individual faculty members should work together to attract and recruit a highly selective student body aiming at a better balance of enrollments and majors among divisions,
particularly in the sciences.

4. Following the model used in the planning of the Olin Science Center, the Provost should initiate a process that will identify specific priorities, goals, and strategies for the establishment of a center that will facilitate teaching and research in the social sciences.

Community and Diversity Proposals

The Team holds that the concepts of Community and Diversity should be mutually reinforcing, rather than conflicting. Despite increasingly intensive efforts, the diversity of our faculty, staff, and student body falls well short of the goals suggested in A Time to Lead. We recognize that setting ambitious goals is important, but not sufficient to creating a campus that celebrates and sustains a broad variety of backgrounds, cultures, and life experiences.

Preparing our students for active and constructive roles in an ever more pluralistic world requires that we build a model community on campus and encourage all members to be knowledgeable, compassionate, and effective agents of reconciliation and change. The most effective way to accomplish this goal is to develop programs and incentives that will make our campus more welcoming of diversity and to monitor our progress carefully.

The Team considered three aspects of community life: academic life, relations in the workplace, and connections to the local off-campus community and beyond. We reaffirm our commitment to improving diversity, not only in numbers of people and categories, but also in the experiences of every member of our community.

Inventory

1. The College should complete its Institutional Audit on hiring practices and results to identify areas of weakness and to target areas for development.

2. Ongoing curricular reviews should assess how individual courses and course sequences reflect and reinforce the College's commitment to diversity.

Implementing Existing Plans

1. The Assistant to the President should continue to coordinate programs of Sensitivity Training on Minority Issues for faculty, students, and staff.

2. The College should enhance its Gender and Women's Studies Program, including appointing a full-time director to coordinate the program.

3. The College should develop ways to make more efficient use of such services as The Writing Center, academic tutoring, the Chaplaincy, and Counseling Services so as to enhance their efforts to integrate all students more fully into the academic and co-curricular life of the campus.

4. The Office of Admissions should appoint a senior level staff member who is sensitive to and experienced in the concerns of multicultural students, who will be responsible for recruiting multicultural students, and who will coordinate training and other activities for the Admissions staff around multicultural issues.

Initiatives

1. The Affirmative Action Officer should be a full-time position. In addition to current duties, the Officer should work with the Institutional Researcher to provide for departments the most current available information on minority candidates for staff and faculty positions.

2. The College should develop new initiatives for diversifying faculty and staff. Some approaches could include: visiting appointments for young minority scholars who would serve as sabbatical replacements; establishing rotating staff internships for local high school students; considering productive potential as well as demonstrated ability in assessing applications.

3. The College should reevaluate its structure and consider developing closer links with the local community, particularly New London. In addition to service-related enterprises we could: invite members of various ethnic communities and local organizations to participate in first year student orientation; encourage students to explore the area by offering tours, producing videos, etc; encouraging faculty and staff to make presentations on campus or in informal settings to which members of the off-campus community are expressly invited.

4. The College should establish and develop the necessary support for the proposed Center for Community Challenges, a initiative designed to foster collaboration between the College and the New London community, to encourage greater participation in national and international service programs, and to develop curriculum that incorporates service learning and the principles of effective community leadership both on and off campus.

5. The appropriate departments of the College, including the Alumni Office, should examine, modify and implement a comprehensive plan to increase and extend the participation of alumni in the life of the College as mentors, teachers, and learners.

Financial Team Proposals

The Financial Team recognizes that the College, like many other institutions, faces daunting fiscal challenges in the near term, particularly from fluctuations in enrollment. The pressure to address annual budget deficits by targeted spending cuts is a current-day fact of life; we should resist the understandable temptation to focus all our attention on short-term solutions or to decide that our plans for the College should be modest in scope. We must set our sights toward the longer-run financial health of College and on strategies to sustain it.

It is our finding that the College's enduring financial strength depends on the following elements: an essentially reduced dependence on tuition revenues; the appropriate but ambitious use of our tangibles and intangible assets; the effective management of costs through reengineering many of our administrative functions. Our resource allocation process should be flexible enough to accommodate initiatives that can yield great benefits to the College, but disciplined enough to restrain practices that do not contribute to the College's strengths.

Beyond preserving financial integrity are two other principles our proposals are designed to address: ensuring that Connecticut College education is affordable, and prudently managing the College's infrastructure, both physical and technological.

Inventory

1. The College should assess its physical assets (including academic buildings, dormitories, developed real estate) with a view to ascertaining how they can be employed more intensively.

2. The College should evaluate the current status of and future options for properties contiguous to the College, such as the Coffey Farm (west of Williams Street) and first floor area North of Dewey Field through use ofConsultants or staff with experience in real estate. It should coordinate with the Office of Institutional Planning on the annual budget for deferred maintenance.

3. Each department and office of the College should continue to assess how work assignments are distributed with a view to discovering redundancies, inefficiencies and unmet needs.

Implementing Existing Plans

1. The College should formally announce a capital campaign whose main goals should include: (a) achieving the minimum to double the endowment; and to ensure that endowment per student is comparable to our peer institutions.

2. The College should continue renovating dormitories, buildings and upgrading academic and administrative buildings to accommodate strategic/technological goals.

Initiatives

1. In order to improve access for middle-income families, foster greater diversity in the student body, and raise yield rates on admitted students the College should introduce a merit scholarship program and should modify the College's need-blind admissions policy when considering those applicants who do not advance our goals of academic quality and diversity in the student body.

2. The College community and friends of the College should commit to a substantial increase of endowed support for financial aid awards.

3. The College should allocate at least $1,000,000 in the annual budget for deferred maintenance.

4. College departments and offices should implement technologies that have the potential of improving facility and staff efficiency and should work together to integrate the current array of information management systems.

5. The College should develop one or more revenue generating programs to be operated on campus during summers, and others to be operated during other low use periods. The focus of these programs should be educational, and should display the richness and variety of our community's talents and facilities.

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Students present Trustees with Strategic Plan agenda

Some trustees question ethics of altering college's financial aid need-blind admissions policy

BY APRIL ORDIN

News Editor

The member of the Student Trustee Liaison Committee met Friday afternoon to discuss issues currently facing the college community.

Mariana Parina, Young Alumna Trustee from the class of 1993, chaired the meeting of the three students, and thirteen student leaders. Student members from Strategic Planning, Student Senate, and Security Committee presented recent work that has been done in their respective committees. Several student members from the Student Trustee Liaison Committee met Friday afternoon to discuss issues currently facing the college community.

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Students who are admitted under this revised system would be admitted because they would be able to afford the college. The new policy in a place the college would not be able to afford the costs.

According to SGA president Saveena Lapan, the college is looking at a tutorial system for the college. The team is looking at ways to improve interactions, and there are new students admitted in the fall. This new system is designed to allow alumni to direct their contributions to the college of their choice.

The team is looking at ways to improve interactions, and there are new students admitted in the fall. This new system is designed to allow alumni to direct their contributions to the college of their choice. Mulchandani, the position of vice president is unlike any other SGA Executive Board positions. "Her punch," said Flynn, "is very different from everybody else's," Mulchandani said, "It gives her more time to focus on funding for student organizations, as well as projects, such as the Umbrella Plan."

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Assembly tables proposal for J-Board advisory core

BY BEN RUIN
Associate News Editor

A Judiciary Board proposal was tabled by the Student Government Association after Assembly members decided that they did not properly understand what a proposal was for J-Board advisory core.

News

Assembly tables proposal for J-Board advisory core

It is about that time of the semester when we all feel like taking a sledgehammer to our heads.

Assembly tables proposal for J-Board advisory core

... wasn't enough; that wasn't true success."

"There might be a lot of people that have revealed that children who have worked with programs have integrated their courses with service learning, improved academically and changed the people they work with."

"[Volunteers] provide concrete experience in their candidates and Reiser said she has spoken with countless employers for whom service has been a determining factor in hiring."
Arts & Entertainment

Anton Bruckner symposium: Unearthed piece highlights Dana concert

BY TIM DEVIN
The College Voice

As a part of the international symposium on Anton Bruckner, two pieces featuring his music were held in Dana Hall on Monday and Tuesday nights. The first of these featured a previously unheard piece and a long-forgotten adaptation of one of his symphonies in this two-part performance. The second of these featured an interesting transition between the male and female voices and was deeply expressive in its composition.

After a brief intermission, Stephen Hinton, a Yale professor, gave an introductory speech explaining the origins of the second piece to perform: Bruckner’s “7th Symphony in E Major.” The Symphony, which was to be performed by a chamber ensemble, was adapted for that style for an Austrian private music society in the 1920s. The adaptation adds a piano and a harmonium to replace the second strings and brasses. Hinton explained that naturally it would not have the full sound of an orchestra, but said that the adaption retained much of the original sound, and asked us to understand that change had been made.

The first movement of the Symphony seemed to live within an overall dark mood, luminous, we are told by Bruckner scholars, the death of Wagner, who had an important influence on Bruckner. Beautiful themes give way to mournful, heavy melody, referring to the somberness that Bruckner intended. The sorrow in this movement is very effective, filling the listener with regret and longing for what once was.

The second movement, the “Adagio,” picks up on the solemn themes of the first movement. It proceeds along the same lines, but gradually lifting and changing until it reaches a major key, rejoining Wagner’s arrival in heaven. The music turns triumphant, with repeated fanfares in the climax, returning in the end to the original mournful theme.

The “Scherzo” again continues on the mournful theme prevalent in the first two sections. As in the “Adagio,” the theme is changed, but this time it becomes heavier, moodier, as the listener realizes that Wagner’s soul will roam the world, with only his words remaining. The music slows to almost a funeral march’s pace, filled with a sense of dread and great loss. The music then moves into a calm as Wagner’s soul is washed of sin, the melody becomes racing, reaching, powerful. The harshness that was apparent before returns, contrasting itself with the more pleasant themes, achieving a particularly effective resolution.

The Symphony was effectively played for this particular arrangement; it seemed a little weak at times, especially when single lines were played upon the piano, apparently replacing a chorus of violins. Also, it seemed, to my untrained ear, a bit dull at times, with not enough dynamic range that would apparently have been achieved by a full orchestra.

The goal of this concert was to play Bruckner for “people who don’t like Bruckner.” In essence, it accomplished that. It gave those with previously limited exposure to Bruckner a look at another side of him, his more classical, traditional roots.

Shootyz Groove hits the EL’N’Gee: Young band opens in downtown New London

BY MICHELLE ROYAN
Associate A & E Editor

“It’s a Buddahful day in the neighborhood” and a beautiful future for a relatively new band Shootyz Groove. This young band opened for Bad Brains recently at the EL’N’Gee in downtown New London. They have an amazing style that combines rap, rock, and whatever else can you think of to create a unique sound.

The band includes rapping duo Season and Sense, guitarist Donny, bassist Dose, and drummer Dose. They are a friendly bunch with relatively simple names. The second of these, according to the drummer Dose, they perform because they “love to play music for people.” This love is evident in their very loud and highly energetic live performance, which can be experienced by the general public with their five song EP Respect. The EP is a live recording, and though it does not grab you as much as the band’s live performance, it is very good. Whatever their style might be, there is something intriguing about it.

“We are fun...aggressive and heartfelt,” said Dose in describing the band’s style. “A band with a lot of heart,” added Donny...

Donny and Dose have known each other since childhood, and the band itself has been together for a year and a half. They have been influenced by everyone from Slayer to Tribe Called Quest; anything but country, said Dose.

Their name has an unusual origin. It seems that Shootyz is an actual person, just who is Shootyz? “A friend of ours who drives a bread truck,” said Dose. Their friend must be happy to have his name attached to an album.

Shootyz Groove from left to right: Dose, Season, Sense, Donny, Spec. Photo courtesy of Kevin Hastings

Carter USM delivers food for your ears with new album

BY CARLY SCHILTZ
A & E Editor

Carter the Unstoppable Sex Machine returns to the music scene with the post punk project Post Historic Monster, a new collection of angst, swearing and a bleak outlook on the world around us today.

Sound depressing? Maybe. But with Carter USM, all the horror and corruption turn into a personal and political forum that you want to escape. A duo from South London, Jimmy Bob and Frabiaht originally formed Carter USM at the close of the 80s as a defiant response to what they found to be a decade of monotonous music, of a society that wants to create and maintain a haven for a post-punk revolution.

The music itself is a blend of several decades, with the thrashing guitars reminiscent of the rock ‘n’ roll of the fifties, added a disco, pre-1980’s, and bringing the technology of the eighties into the fray. On top of this, of course, are the lyrics, which are amusing, yet somewhat alarming, paintings of the dark corners of today’s society where the freaks gather together.

“A Bachelor for Baden Powell” offers a look at the life of a young cub scout, and an older man whose interest in the boy
Sports

IM Update:
Goldman’s Squad, Widphilips remain undefeated in Floor Hockey action

Pete Everett’s last second heroes keeps French Lick ahead of the hoops pack

After another week of Men’s Floor Hockey action, both Goldman’s Squad (8-0) and Widphilips (7-0) remain undefeated and unchallenged.

Goldman’s Squad opened their week with an easy victory over Shave Your Ass 12-1. Brian Hill tallied five goals and an assist, while teammate Andrew Goldman added a hat trick and five assists. Yuuka Sano had the sole goal for the losers.

Goldman’s made it 2-0 on the week as they sunk the Mighty Water Fowl 15-3. John Clark and Pete Marston each had five goals on the night, while teammate Goldman dished out nine assists. Dan Towm tallied a hat trick for the Mighty Water Fowl.

In their only game of the week, Widphilips defeated Bobbitt 8-7. Widphilips Ray Flynn had six goals on the night, while teammate Sal Singelis dished out four assists. Jeremy Bums led the way for Bobbitt with four goals and two assists and teammates Jon Rudnie, Jeff Barber and Pete Maletis contributed 15 of which came in the second half. Sean Hanlon and Jess Chickering and John Alegrandi each had a goal on the night. Pito Kress and John Alegrandi each had five assists to the Dawgs’ winning effort.

In the week's only other game, Monistat-7 managed to lose most of their scoring power by the end of the night, however, as the squad dropped its second contest to Triple-X 7-2. Tim Demoli led the way for Triple-X with a hat trick and an assist, while teammates Ben Tyrell, John Milko and Alex Kau each had a goal on the night. Pito Chickering and John Alegrandi each had a goal for the losers.

The inconstant Dawgs were big winners over the Mighty Water Fowl by a score of 10-0. Jon Hanes tallied for six goals and dished out three assists, while teammate Jesse Perkins added a hat trick and five assists to the Dawgs’ winning effort.

In this week’s only other game, Big Sticks easily defeated the Bradford Bruins 10-2. Rich Curran was the leading scorer for Big Sticks with five goals and three assists, while teammate Luke Murphy added a goal and handed out five assists. Todd Maquire was responsible for both Bruins’ goals.

In this week’s A-league hoop action, French Lick manage to squeak by the Mark Lacey-7 with four goals on the night for Monistat-7, while teammate Joel Kreis dished out three assists. Barris had the sole goal for Bobbitt.

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The Door Calls improved their record to 6-1 this week as they easily defeated Don’t Fake the Funk 65-51. Barnaby Hall scored 16 of his 22 points in the second half to lead his team to victory, while teammate Pete Miletis contributed 15 points. The Funk’s Winston Miller was the games high scorer with 26 points.

The Blunts were forfeit winners over the Alumni in the week’s only other game.

Next Week: Update on Women’s hoop action.

Women’s Ice Hockey:

The women’s ice hockey team fell to Ashburn yesterday in Dayton Arena 6-3. Goals were scored by junior Jillian Langord (two) and freshman Meagan Biar. Games against Boston University and UConn were cancelled this week, but the team hopes to reschedule the UConn game. The squad’s record is now 4-6.

Men’s Squash:

The team was at Yale this weekend for the National Intercollegiate Squash Championships. The team, finished third in the “D” Division, placing them number 26 in the nation. The team downed the Air Force Academy 9-0 before falling to eventual division champions Army 5-4. Senior co-captains Ramsay Vehslage and Andrew Bogle, along with Chris Davis and Josh Charlton posted the Conn victories. The team rebounded by trouncing Fordham University by a score of 9-0.

Swimming:

The women’s swimming team placed 18th at the Division III New England Championships this past weekend. The meet was won by Williams, the perennial champion. Freshman Tammy Brant was Conn’s top finisher, placing 15th in the 100 meter backstroke in 1:03.94. Freshman Kristine Kunkel finished 19th in the 1650 free-style and set a school record with her time of 19:09.29 in the 1000 meters. Freshman Jon Cames placed 19th in the 200 meter free-style. The 800 meter free-style relay team placed 11th and the 400 meter relay team finished 12th.

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Schmoozing with Josh and the Donut: Schmoozing praises arsonist for sparing bar

BY JOSH LEVINE

HEINZ New England

New England

Wisconsin, Osh Kosh March 28

NCAA meet at the University of Wisconsin, Osh Kosh March 11 and 12 and is preparing himself with a little rest and relaxation. "I'm taking a break for a while," Barron said. "I've been throwing every day for about a month now.

Ed Faison, a junior transfer from Dickinson, just missed qualifying in the 400 meters in a time of 50.9 seconds; the top eight qualify on campus were not torched. Here is a list of campus structures that we wish would burn to the ground."

(1) Charles E. Shain Library: This building is included so that the Donut will not have to use their facilities for the second time all year. His first experience was quite traumatic.

(2) Admissions Office: Besides from being a general eyesore, the destruction of this architectural nightmare would prevent anymore non-drinking wannabes from matriculating in this dump.

(3) The Plex: No explanation necessary.

(4) Lazarus: Dino.

(5) The Campus Safety Hut: The loss of this 'caddyshack' might break hearts of Doug Barnes and Mark Babcock. They could easily find new jobs at the Golden Gate Tavern.

Instead of describing what to destroy at Conn, Schmoozing would like to offer a creative suggestion for the week. Perhaps the most missed facility on campus is Hillyer Hall. If you are not familiar with the location of this building, you do not deserve to be a student here. The first alternative would be a rugby clubhouse. Full locker rooms, a lounge for social events equipped with kegulators, and a banquet hall are within the realm of possibility. The other alternative might be the first permanent night club at Conn. We envision a sports theme with Conn memorabilia on the walls (perhaps Bob Barret's (the journalist of this rag), would create the atmosphere of a brothel. Providing legal protection for both men and women, Madame Mimi Hamer and her most prized worker Mike Weed, would give service for all. Part of the funds the club will go towards Friend Weiler's favorite charity, NAOMBLA.

Here is a schmoozing compilation of pathetic things that happened recently in sports: Tonya Harding breaking a lace and sobbing like the trash, punk cow that she is ... The Bulls signing Michael Jordan and now having two players over 7'6" sitting on the bench ... The Sixers getting a washed-up loser in Jeff Malone for the most under rated shooting guard in the NBA, Jeff Hornacek ... USA hockey playing for seventh place and losing ... Michael Jordan in a baseball uniform? (You might as well throw Chad Marlow out there)... Pool Hand Luke's IM floor hockey team winning with 4 players and no goalie ... Gary Beisman's attempt to include NHL players in the 1998 Olympics and disrupt the whole season ... John Calipari and John Chaney hugging after trying to kill each the week before; Temple losing by one point twice to UMass on a shot by the same player.

SPORTS MOVIE TRIVIA QUESTION

What was Halle Hogan's name in Rocky III?

The winner gets the first appointment at the brothel in Hillyer Hall.

Barron qualifies for National Championships

BY SEAN HANSON

Dave Barron continued his assault on New England's best shot thrower and Ed Faison nearly qualified for the NCAA indoor track meet in the 400 meters this past weekend at the All-Division New England Championships held at Boston University.

Barron, Conn's senior co-captain, hurled the school records he set last week at Division I and Division IIThrilled with Barron's success, the indoor meet.

Next, Barron competes in the NCAA meet at the University of Wisconsin, Osh Kosh March 11 and 12 and is preparing himself with a little rest and relaxation. "I'm taking a break for a while," Barron said. "I've been throwing every day for about a month now.

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Barron, Conn's senior co-captain, hurled the 35 pound weight 59 feet, 6 3/4 inches, finishing second and breaking both the personal and school records he set last week at the Division III New England Championships.

It was the first time a Conn athlete has placed as high as second at the indoor meet. Head coach William Wuyke was thrilled with Barron's success. "There were a lot of guys from Division I and Division II schools like Boston College, UConn and UMass that Dave beat," Wuyke said.

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Men's basketball wraps up season with 6-18 record

Sampognia and Satran share record for three pointers on the season; future looks bright for young squad

BY ED METZENDORF Associate Sports Editor

The men's basketball team wrapped up its final week of the season by downing the eastern New England and falling to Albertus Magnus and Tufts to finish the season with a record of 6-18.

Senior captain Tom Satran and sophomore forward Tom Sampognia each finished the season with 48 three-pointers, smashing Mike Pinelli's 1991 school record of 42 threes.

The Camels shot 65 percent from the floor in the first half and Sampognia broke the record first by hitting his numbers 43 and 44 of the season as the squad tallied its second road victory of the year, 85-80 over Western New England.

Conn played a solid defense against WNEC. The team led 43-34 at halftime behind its blistering shooting. The Camels continued to play well in the second half, again shooting extremely well from the field. In fact they finished the game shooting 27 for 49 as they held North Adams State 4-2 on Saturday afternoon.

The team continued to play well in the second half, again shooting extremely well from the field. They continued its lead to ten by the ten minute mark. The game began with both teams trading baskets, and about six minutes into the half the score was tied at 18 a piece. Albertus Magnus owned the next couple of minutes and stretched its lead to ten by the ten minute mark. Suddenly, Conn began cutting the lead to pull Conn back into the game. By halftime Conn led 45-42, and by the end of the game Conn had nailed a school single-game record 14 three-pointers.

The second half belonged to Albertus Magnus and Terrence Lott, who finished the game with 29 points. They sealed control of the game and ended up winning 93-84. Despite the Camels' remarkable three-point outburst, they were unable to come up with the victory. The difference in the game was that while Albertus Magnus shot 31 for 40 from the free throw line, Conn only went to the charity stripe 12 times and converted only six.

Despite coming away with another loss, Satran ended his career with a remarkable performance. Satran, one of the hardest workers on the team for several years, finished the night with a team leading 25 points.

Even more impressive was that Satran was able to convert on six of eight three pointers. Tom Sampognia finished the game with 20 points.

On Friday night the Camels traveled to Tufts for their last game of the season. Conn took this one on the chin, 50-78, against an excellent Jumbos squad. Betts scored a season high 25 points and Wright complimented him with 20.

The Camels' 1993-1994 campaign ended at 6-18 but the record is hardly an accurate measure of how good the squad is. Satran was the only senior on an incredibly young and improving team.

Sophomores Betts, Matt Kelly and Wright both picked their games up a notch and Sampognia gave Millar a plausible outside shooter for another two years. As the team matures, look for some excitement in the Lucile Field House the next few years.

Women's basketball team anxiously awaits word from tournament selection committee

BY KATHY WILSON The College Voice

The women's basketball team kept itself on the bubble in terms of making the ECAC tournament by splitting the week. The Camels beat visiting Elms College 71-52 and fell to Tufts 90-74.

Needing a win to persuade the ECAC voters to rank Conn (16-7) as one of the top eight teams in New England, the Camels throttled Elms on Wednesday. Conn posted four people in double figures and nine of eleven players scored. C.J. Stuart (16 points), Mariann Sher (14 points), Tara Sorensen (12 points) and Dana Curr (ten points) all contributed to the balanced attack. The Camels shot 59 percent in the second half and outscored Elms (12-12) 63-31 while holding their opponent to 16 percent shooting.

Stuart was the focus of attention when she broke the school's single-season scoring record. Her 16 points in the game, combined with her 21 against Tufts, left her with 498 for the season, breaking Liz Lynch's previous record of 469 points.

The squad tried to carry its momentum to Medford, Massachusetts on Friday night as the Camels traveled to Tufts for their last game of the season. The 11-12 Jumbos came ready to play, pressing and running their way to 90 points. Senior Ellie Strobel used her size and quickness to tally 49 points against the smaller Camels.

Tufts came out of the gate firing, quickly taking a 10-1 lead. But Conn rallied back and cut the deficit to four by the half. After the break, head coach Kathy Gaillor's squad played five minutes of perfect offensive basketball.

Men's hockey team finishes season with 10-13-1 record

BY SEAN HARLAN Sports Editor

The men's hockey team finished its season on an up note with a win and a tie in back-to-back games this past week. The Camels battled Amherst to a 3-3 tie on Friday night before downing North Adams State 4-2 on Saturday afternoon.

David Keister's powerplay goal with just over a minute remaining sent Conn into overtime with Amherst and salvaged a three goal let-down that had put the Lord Jeffs on top. Keister and Billy Wilcox each scored a first period goal to put the Blue and White up 2-0 before Amherst caught Conn in a lull and netted three goals in the second period.

Head hockey coach Doug Roberts said that the visitor's defensive style of play nearly did the Camels. "We out-shot them by 20 shots," he said. "But that's how they play. They like to guard the barn door and then every once in a while break out on a 2-1 and pop one in. It kept us off balance."

The Camels found North Adams' style to their liking and parlayed solid netminding and a balanced offensive attack into a 4-2 win. Wilcox, who assisted on three goals, combined with Rusty Stone and Keister for first period goals as Conn sprinted out of the gate and never looked back. Skip Miller added an insurance goal in the third period and Tom DiNanno turned aside 24 shots in net.

The Camels finished the year at 10-13-1 and, though the record is identical to last year's, Roberts feels the team made some progress. "We played more (ECAC) East-West games this year," he said. "So we had a tougher schedule with the same results."

"We've also done better than some of the newer teams in the league," Roberts said, referring to the move that several NESCAC hockey teams made from the less competitive North-South league to their present league. "Playing with a lot of freshman, it's a roller-coaster ride. You get to the point when you lose a few games in a row and everyone's fighting the puck. But I think we pulled it together and caught fire in late January."

"Everyone was pretty loose. We really came together as a team and the freshmen were competing hard, especially at the end of the season."

As the freshness matured and new recruits begin to commit to Conn, Roberts is more and more looking forward to next year's team. "Recruiting has been a positive sign," he said. "We're only losing three players (to graduation) and the quality in numbers of recruits has come up in the last three or four years."